

Upcoming Dates

- MT Small Business Opportunities, Billings
- DBE Room Feb. 26, '03, Colonial, Helena
- Bid Letting Feb. 27, '03, MDT Helena

Highway Construction Bidding and Estimating Workshops

March 11 Helena, MDT Auditorium
March 13 Billings, MT Business Incubator
8:00 am to 4:30pm

Step by Step approach to bidding on highway construction project. Bid on an actual project. Learn common bid proposal errors and what prime contractors look for on bid proposals.

Cal Frank, Retired MDT Engineer is the presenter along with Jim Phillips, MDT Civil Rights Bureau Compliance Specialist providing certified payroll training.

Call or e-mail your problems and/or questions about preparing bids, bid process, etc. It will be addressed during these workshops. Rebecca



Traffic Research & Analysis, Phoenix, AZ

How Are We Doing??

Please complete the attached DBE Supportive Services Survey and return to Rebecca as soon as possible. Please disregard, if you completed the e-mail version instead. Thank you.

How can you improve the DBE Supportive Services Program??

Volunteer to be on the DBE Supportive Services Advisory Board. Only requires one hour per month for a teleconference with other board members. Give vital input to help develop a program that meets your business needs. Please call Rebecca.

MONTANA DBE PROGRAM

Darren Kaihlanen, DBE Program Manager
dkaihlanen@state.mt.us (406) 444-9229

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Office Location/Address: 2701 Prospect Avenue/PO Box 201001, Helena, MT 59620-1001, (406) 444-6331, Fax (406) 444-7685
TTY (800) 335-7592

Visit us on-line at www.mdt.state.mt.us and click on Civil Rights Bureau

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Montana DBE Company Monthly Update

Newly Certified DBE Companies

Quality Landscape Seeding, Inc.	Lisa M. Read	Belgrade, MT
Solid Network Solutions, LLC	Maria Curcio	Freehold, NJ

Recently Re-Certified DBE Companies

Kuck Trucking, Inc.	Connie C. Kuck	Billings, MT
Kuck Transportation, Inc.	Connie C. Kuck	Billings, MT
J&R Trucking	John Eneas	Elmo, MT

Denied DBE Certification

The Heartland Consortium, Inc.	Verni Nerren	Canton, OH
Barbara Bryan, PE, Inc.	Barbara Bryan	Billings, MT
Portage Environmental, Inc.	Mike Spry	Idaho Falls, ID
Nevins Trucking	Kathy Nevins	Browning, MT
MBE	Robert Perry	Delano, MN
Harvey Cole Construction	Harvey Cole	Helena, MT
Nelson's Construction	Nancy Nelson	Joplin, MT
Northern Engineering & Consulting Inc.	James Garrigan	Bemidji, MN
Scott Long Construction, Inc.	Scott Long	Billings, MT
Preferred Contracting, Inc.	Cheryl Balbinot	Billings, MT
Sara Sauve	Sara Sauve	Helena, MT
Rains & Associates	Jim & Joni Rains Robyn & Patrick	Billings, MT
Pack Construction	Walter	Cut Bank, MT
Russell's Printing & Publishing,	Julia K. Parks	Cedar Rapids, IA

Quote of the Month

The 4 Surefire Rules for Success

1. Show up
2. Pay Attention
3. Ask Questions
4. Don't Quit.

Bob Gilbert, Ph.D., Editor *Bits & Pieces*

Communication Workshop, MSU, Jan. 7th, 2003

Steve Garrison, Mark Wissinger, Jim Mitchell,
Jim Wickens, Sue Platis

Contract stipulates that the prime contractor is required to attach Provision 1273 to every subcontract

Preliminary Future Requests for MDT Highway Construction Budget is:

2004 \$286 million

2005 \$358 million

The common theme mentioned by MDT and contractors was it is better to solve problem at the lowest level, most familiar with problem, and problem can be solved faster and it is less costly.

Contractors are invited to tell MDT when to consider a pre-bid conference. All seven reservations have pre-bid conferences.

Inconsistent procedures by district – one district does it one way, and another district does it another way.

Uniformity Complaint Form – contractor can let MDT know that this issue is being handled a different way by another district.

Some MDT project managers, meet with contractors to agree on quantities before payment, fewer issues at payment time. Nothing is too small to address. If small stuff is addressed at lowest level, they do not get to be big problems. Don't hesitate to disagree.

Partnering – it provided an arena that all decision makers were present to decide right then on project issues – sometimes it takes too long to get decisions from MDT. Need to get answers to get the job done. Maybe use partnering on the bigger, more complicated projects again??

Make communication a daily chore – verify quantities daily. MDT needs to provide a breakdown of misc. work so prime contractor has detailed info to then pay subcontractors.

Contractors need to be present on the project from start to finish. It is very important for the subcontractor doing the very initial or final work to have the contractor available.

Truncated What?

Truncated domes. Truncated domes are a form of detectable warnings designed to provide visually impaired and blind pedestrians with viable cues when walking on sidewalks, pedestrian routes and recreational trails. Originally the U.S. Architectural and Transportation Barriers Compliance Board (The Access Board) designed these “bumps” to be installed on all curb ramps within the public rights-of-way. While the concept was sound, the application immediately came under fire from multiple advocacy groups. Ultimately, the Access Board suspended the application of detectable warnings. As of July 28, 2001, that suspension was lifted and state and local governments are now required to install detectable warnings on curb ramps within the public rights-of-way.



The suspension period allowed the Access Board to conduct extensive research into the types of detectable warnings available. The research included different types of materials from plastic compounds to concrete pavers. Installation ranges from cast in place to post-construction application. Whatever the method or material, detectable warnings/truncated domes are now required as part of the

A result of the Access Board’s research led to the publication of *Detectable Warnings: Synthesis of U.S. and International Practice (12 May 2000)*. This publication is available upon request from MDT and is also available via the Access Board’s website <http://www.access-board.gov>

On Line at MDT

View the complete MDT Standard Specifications and 1999/2002 Detailed Drawings on MDT’s Internet web site at Contract System Page. Go to <http://www.mdt.state.mt.us/contract/contract.htm>



Rhithron Associates, Inc.

1501 West Central Avenue
Missoula, Montana 59801
406.721.1977

Rhithron Associates, Inc. Missoula,
MT Business Card



A new decal is available to Montana Registered Construction Contractors. This is the first time that registration status has been visibly displayed. Registration has been required of all contractors with employees since 1995. Independent contractors with no employees are not required to register, but the benefits may warrant registration. A registered contractor may reduce liability issues by preventing liability being passed from a registered contractor to another, help the public identify registered contractors who have workers’ compensation for their employees, and add to contractors’ credibility. In 2001, there were 10,082 registered contractors in Montana. Registration costs \$70 and is valid for two years. Rebecca has applications or for more information, call MT Department of Labor & Industry Contractor Registration Unit at 406-444-7734.

Legislative Watch

Source: Leanne H. Frost, Western Business, February 2003, Edited by Rebecca Johnson

Please see the proposed bills listed below that directly affect business owners:

- HB108 Eliminates prohibition of contributions from corporations/spending on ballot issues.
- HB276 Creates an economic development fund in the coal severance tax trust fund, and use of earnings to make grants/loans to economic development organizations.
- SB53 Proposes adopting a higher minimum wage rate to \$5.75/hour beginning July 1, 2003 and \$6.25/hour beginning July 1, 2004.
- HB338 Would extend unemployment benefits from 26 weeks to 28 weeks and revise ratios used to calculate unemployment insurance contribution rates.
- SB224 Would enact a 4 percent sales and use tax with certain exemptions.
- HB403 Provides at least 50 percent of the workers on state construction projects must be Montana residents

Additional information of all legislative bills and legislator contact information can be found at <http://leg.state.mt.us>

DBE Web Sites Linked to DBE Directory

Thank you for sending in your company web sites. Up to this date, it was not possible to program the current software to provide a link from the On-Line DBE Directory to your company web sites. But, MDT is currently working to change the directory to a user-friendly Oracle-based directory that will permit a link to your company web site. Look for the new on-line directory in the near future. If you did not submit a web site address before, please do so as soon as possible. Thank you. Rebecca



Northern Analytical Lab, Inc. Billings, MT

Times, they are a changin' by Darren Kaihlanen, DBE Program Manager

There are many different aspects of a company's operation, when changed, may jeopardize continued eligibility in the program. At the point of certification, a company is determined to be eligible when it has proven by a preponderance of the evidence that the company meets the requirements of the regulations. For example, in order to be eligible for certification the company must be owned (majority) by a socially and economically disadvantaged individual. If there is a change in ownership, however small, that change must be reported to the Civil Rights Bureau within 10 days of the effective change. Although you may notify the Civil Rights Bureau, there is no guarantee that the company will remain certified. All changes are reviewed on a case-by-case basis and a determination is made whether the company still meets the eligibility requirements of the program.

Control is another crucial aspect of certification. Whenever a change is made regarding the control of the company, this too may jeopardize the company's certification. The eligibility criteria are spelled out in the governing federal regulations 49 CFR Part 26, Subpart D Certification Standards as well as the MDT DBE Program. This regulation and program document are available from the Civil Rights Bureau and also available on the following websites:

Federal Regulations – <http://www.access.gpo.gov>
MDT DBE Program – <http://www.mdt.state.mt.us/civilrights>

We understand that for a company to stay competitive and remain viable, changes need to occur for reasons of technology, personnel, market, etc. However, if you are considering a change to your business, I recommend that you contact the Civil Rights Bureau – DBE Section for guidance prior to implementing any changes. We stand ready to assist you in any way we can.



MDT Overview Workshop, MSU, Jan. 7, 2003

Speakers: Patricia Saindon and Mark Wissinger

MDT is working to get a better mix of highway construction projects and some smaller projects. MDT needs to be more efficient with MDT personnel to handle the increased volume of projects but not hold up the work.

Plan holders list is updated two weeks and one week before the bid letting. The published list encourages more open competition and more companies to be involved in the bidding process. The plan is to keep this list even with on-line plans – contractors will still need to register for plans.

There is more current competition bidding on MDT highway construction projects. The State of Washington recently took a hit to their highway construction budget, more firms from Washington bidding on Montana projects.

The current TEA-21, Transportation Equity Act, authorizes the federal-aid highway program through September 2003. In 2004, a new transportation bill will be in place that replaces current TEA bill.

MDT currently has Memorandum of Understanding on six reservations, every project on reservation also has a project specific agreement and a mandatory pre-bid conference.

The Transportation Board is now regularly scheduled to meet 10 days after the bid letting to award the contracts. The notice to proceed for the project construction to begin is usually 4-5 weeks after the award.

Not Camera Shy!!

Photos Needed of DBE
Company staff and/or projects.

Please e-mail to Rebecca
rejohnson@state.mt.us

DBEs – Sign up today!! No time to take classes? Need online reference books? Want that just-in-time training? Online learning with ElementK may be the answer. Learn at any time and at your own pace at work or home. Access more than 1300 courses via the Internet. Check out complete library courses at ElementK site at www.elementk.com/corp/Catalog.html

Element K offers both instructor-led courses and self-paced courses and many additional features:

- An **online instructor-led course** is led by an industry expert, pertains to a specific computing topic, and generally runs from 4 to 8 weeks in length.
- A **self-study course** is taken at the student's convenience, where students can choose their own pace.
- **Books 24/7** : Access to books 24/7 on-line, a large resource of books from leading publishers to use as reference with search capabilities.

<u>Library</u>	<u>Summary of Courses</u>	<u>1-Yr</u>
Office Productivity Over 260 courses	Word, Excel, PowerPoint, Access, Outlook, FrontPage, MS Project, and many more	\$ 40
Computer Professional Over 580 courses	C++, Dreamweaver, HTML, Java Illustrator, Oracle, MS Networking, NetWare, etc.	\$150
Design & Media Over 180 Courses	Acrobat, Corel Draw, Flash, Dreamweaver, FrontPage, Illustrator, PageMaker, Quark	\$ 70
Project Management 22 courses	PMI certification, and courses in Microsoft Project	\$ 70
Work Place Safety 36 courses	ADA; Crane and Rigging Safety; Drug-Free Workplace; Fire Safety; Traffic Control, etc.	\$ 50
E-Business 13 courses	E-learning for the new economy.	\$ 40
Comprehensive Bus Management 100 courses	Business management and leadership courses from the Harvard School of Business	\$220
Business Performance Support 83 courses	QuickKnowledge: Applying Leadership Basics, Effective Communications, etc.	\$ 50
High Performance Management 3	High Performance Management	\$100
Management Library 17 courses	Coaching, Realizing Change, Managing Across Differences, Teams that work	\$150
Finance Library 5 courses	Finance for Managers, Financial accounting	\$110
Situational Leadership Library	Situational Leadership	\$ 90

MT Contracting Opportunities

MDT Highway Construction Projects Invitation for Bids

For the quickest and most complete information of these projects as they are advertised for bid, go to the web site <http://mdt.state.mt.us/entrcct/contract.htm> and click on Invitation for Bids. While the newsletter has notices posted, do not rely on this information alone.

Invitation for Bids, Letting of February 27, 2003

Sealed bids on the following projects will be received by the MDT-Highways Division, Contract Plans Section, Room 101, 2701 Prospect, Helena, MT until 9:00am on February 27, 2003. Bids proposals, plans, cross-sections, and full instructions to bidders are on file for examination, and may be obtained from the Contract Plans Section or go to web site <ftp://ftp.mdt.state.mt.us/contract/orderform.pdf> for order form. These documents may be requested by FAX (406) 444-7236, by mail or by calling (406) 444-6216, 6212 or 6215.

1. **D1-Seismic Rehab, Federal Aid Project No. BH 0002(507)** Seismic bridge rehabilitation of three structures on the D1 – Seismic Rehab project in Flathead County. DBE contract goals are 2.0%.
2. **1998-D1-Electrical, Federal Aid Project No. STPHS 0002(646)** Signing, electrical and rumble strips on the 1998-D1-Electrical project in Flathead County. DBE contract goals are 0.0%.
3. **East of Bonner-East, Federal Aid Project No. NH 24-1(57)1** Cold Milling and plant mix surfacing with seal and cover on 6.5 kilometers of the East of Bonner – East project in Missoula County. DBE contract goals are 0.0%.
4. **Blackfoot River-12 km NE of Helmville, Federal Aid project No. BR 41-1(16)32** Grading, gravel, plant mix and the construction of a 57-meter steel girder structure on the Blackfoot River – 12 km NE of Helmville project in Powell County. DBE contract goals are 0.0%.
5. **Whitehall St.-Whitehall, Federal Aid Project No. STPP 55-3(9)13** Grading, gravel, plant mix surfacing, seal & cover, storm drains and lighting on 0.9 kilometers of the Whitehall Street-Whitehall project on State Route 55 in Jefferson County. DBE contract goals are 0.0%.
6. **Shonkin Cr.-South of Fort Benton, Federal Aid Project No. BR-STPP 80-1(17)4** 53-meter concrete prestressed girder structure, approaches and slide correction on the Shonkin Creek-South of Fort Benton project located in Chouteau County. DBE contract goals are 0.0%..
7. **Lookout Pass-East, Federal Aid Project No. IM 90-1(141)0** PCCP Replacement, Joint and Crack Sealing and Bridge Repair on 44.8 kilometers of the Lookout Pass-East Road on interstate 90 in Mineral County. DBE contract goals are 0.0%.
8. **Moiese-Northeast, Federal Aid Project No. STPS 212-2(11)5** Resurfacing, Seal and Cover on 20.26 kilometers of Montana Secondary 212, the Moiese-NE Road in Lake County. DBE contract goals are 0.0%.
9. **Cascade-East, State Project No. SFCS 330-1(13)31** Plant mix overlay, leveling, seal and cover on the Cascade-East project in Cascade County. No DBE contract goals.
10. **North Montana Ave-Turn Lane, Federal Aid Project No. STPHS-BR 5809(14)** Grading, gravel surfacing, plant mix bituminous surfacing 18-meter composite steel and concrete girder structure on the North Montana Avenue-Turn Lane project in Lewis and Clark County. DBE contract goals are 0.0%.

MDT Purchasing Dept. Bid Invitations. For more information (406)444-7226, <http://wwwmdt.state.mt.us/bids.htm>

306772 Great Falls Guardrail. Bid Date: Feb. 29,'03

306773 E. Glacier-Merriweather Crack Seal. Bid Date: Feb. 27,'03

306774 Crack Sealing Hinham East & West. Bid Date: Feb. 25, '03

Other Opportunities:

SIP Canyon Creek Battlefield Memorial, Yellowstone County, MT, Construction of an interpretive center pavilion, paved access road, parking area, sidewalk, signing, striping, cattle guard, storm drainage, fence, and existing monument relocation at Canyon Creek Battlefield Memorial Site. Bid Date: Feb 13th, Morrison-Maierle, 406-656-6000.

Missouri Headwaters State Park Improvements FWP 7996608, Three Forks, MT. Montana Fish, Wildlife and Parks, Parking lot renovation, sidewalk, landscape and irrigation installation, installation of a restroom facility, and drilling of a well for irrigation. Bid Date: Feb. 19th, Carl Thuesen, 406-252-5545

Twin Bridges School, School District #7, Projects consists of construction of two new additions to the existing school buildings. Bid Date: Feb. 27th, Spectrum Group Architects, Billings, 248-4443

MT Contracting Opportunities (Continued)

Landusky Top Soiling Project, MT Dept of Environmental Quality, Located in Phillips County, Pre-Bid Feb. 11th, The project is designed to haul topsoil from the Montana Gulch Topsoil Stockpile to the Queen Rose Pit (58,100 bank cubic yards) and the Mill Gulch Topsoil Stockpile to the L91 Pad and to the L87 Pad (635,600 bank cubic yards) Bid date: Feb. 18th, DEQ 406-259-2412, For Plans call Spectrum Engineering.

MT Pole and Treating Plant, MT Dept of Environmental Quality, Located in Butte, Install trees and wind fencing to supplement the ongoing application of water for dust control emanating from the site. Additional work items at the site include installation of a drip irrigation system to water the newly planted trees, connecting this irrigation system to an existing on-site water well, and installation of a windsock. Bid Date: Feb. 26th. Pre Bid Feb. 12th. Lisa Dewitt 444-0198.

Going-to-the-Sun Road Wall Repair, Glacier National Park MT. Project consists of grading, drainage, paving, walls, guardrails, and concrete & traffic control. Bid date: March 15. Federal Highway Administration, Western Lands Division, 610 E. 5th St., Vancouver, WA 98661-3801, contracts@wfl.fha.dot.gov. 360-619-7520

DAHA24-03-B-0001 Construction - Munitions Load Crew Training Complex, MT Air National Guard Base, Great Falls, MT Bid Date: March 18, 2003. Construction will include site-work, utilities, concrete, masonry, metals, roofing, mechanical and plumbing, and electrical. Bid Documents available approx. February 14, 2003. Register on the USPFO for MT web site, www.montanaguard.com/uspfo_home.htm. Kelly Traynham, (406) 324-3407 kelly.traynham@mt.ngb.army.mil
<http://www.eps.gov/spg/USA/NGB/DAHA24/DAHA24-03-B-0001/listing.html>

DACA67-03-R-0207 Project consists of constructing 18 units in duplex configuration, 8 units, 4 buildings, at Minuteman Village and 10 units, 5 buildings, at Matador Manor area, Malmstrom Air Force Base including landscaping, yard fencing. Solicitation available to download at: <http://www.nws.usace.army.mil/ct>. For additional contracting opportunities, visit Army Single Face to Industry at <http://acquisition.army.mil/>. Thomas DeGonia, 206.766.6449 Thomas.R.DeGonia@nws02.usace.army.mil
<http://www.eps.gov/spg/USA/COE/DACA67/DACA67-03-R-0207/listing.html>

DACW67-03-R-0008, 8a Competitive Multiple Award Remediation Contract (MARC) for WA, OR, ID, MT. Bid Date: March 18, '03, US Army Engineer District, Seattle - Civil Works, Competition limited to eligible 8(a) Concerns. Work consists of multiple award, multiple year contract for multidisciplinary hazardous, toxic & radiological waste remediation (HTRW), Interim Remedial Action projects (IRAs) & Remedial Action projects (RAs), short term groundwater well monitoring, short term operation of treatment facilities, other related environmental compliance, abatement, prevention, minimization, restoration & improvements projects in support of both military & civil funded programs in the four state geographical region. To be eligible for contract award a firm must be registered in the DoD Central Contractor Registration (CCR) database. Register via the CCR Internet site at <http://www.ccr.gov> or by contacting the DoD Electronic Commerce Information Center at 1-888-227-2423 Firms must register via the Internet at the following address: <http://www.nws.usace.army.mil/ct/> in order to receive notification of solicitation/amendment posting. Solicitation available for download approx. 14 February '03. Contact Bonilie Lackey, 206-764-4481 bonilie.l.lackey@nws.usace.army.mil <http://www.eps.gov/spg/USA/COE/DACA67/DACW67-03-R-0008/listing.html>

Multiple Award Remediation Contracts (MARC) for WA, OR, ID, MT. DACW67-03-R-0009, Bid Date: March 18, '03 US Army Engineer, Seattle District. Work consists of multiple award, multiple year contracts to perform multidisciplinary hazardous, toxic and radiological waste remediation (HTRW), Interim Remedial Action projects (IRAs) & Remedial Action projects (RAs), short term groundwater well monitoring B, short term operation of treatment facilities, & other related environmental compliance, abatement, prevention, minimization, restoration & improvements projects in support of both military & civil funded programs in the four state geographical region. Requirement is 100% set aside for small business. Firms must register via Internet at following address: <http://www.nws.usace.army.mil/ct/> to receive notification of solicitation/amendment posting. Solicitation available for download approx. 14 February '03. Bonilie Lackey, 206-764-4481 bonilie.l.lackey@nws.usace.army.mil
<http://www.eps.gov/spg/USA/COE/DACA67/DACW67-03-R-0009/listing.html>

Install Transformer, Ft. Peck, MT, DACW45-03-B-0006, US Army Corps of Engineers. Bid Date: March 3, 2003, Solicitation is open to both large & small business participation. For onsite inspection of proposed work contact Don Streib, US Army Corps of Engineers, PO Box 208, Fort Peck, MT 59223 Phone 406-526-3411. Work consists of disconnecting & removing existing auto transformer, demolition of existing concrete pad foundation, construction of a new, larger concrete pad foundation & installation of the new & much larger transformer. The U.S. Army Corps of Engineers considers the following goals reasonable & achievable for fiscal year 2002: (a) Small Business: 61.4% of planned subcontracting dollars. (b) Small Disadvantaged business: 9.1% of planned subcontracting dollars*. (c) Women Owned Small Business: 5.0% of planned subcontracting dollars*. (d) Severely Disabled Veterans 3.0% of planned subcontracting dollars. (e) Hubzones 2.5% of planned subcontracting dollars. Barbara Lindstrom, 402-221-4275at barbara.a.lindstrom@usace.army.mil
<http://www.eps.gov/spg/USA/COE/DACA45/DACW45-03-B-0006/listing.html>

February Business Calendar

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
						1
2	3	4	5	6	7	8
9	10	11 >Managing Change Billings	12 >Business Writing Billings >Indoor Air Quality Missoula >Managing Change Bozeman >OSHA 10-hour General Billings	13 >2 nd Annual Intl Business Cnf Billings >Managing Change Missoula >OSHA Trenching Hardin	14 >8 Hour Hazwoper Training Billings >OSHA Scaffolding Hardin	15
16	17	18 >Basic Supervision Missoula >Taking the Mystery Out of Hiring Polson	19 >Basic Supervision Helena >Budgeting Skills for Prof Billings >Essentials of Credibility Msla >Taking the Mystery Grt Falls	20 >How to Troubleshoot, Tune Up and Maintain PCs Billings >Managing Change Great Falls >Missoula Conf on Fed Personnel Law	21 >8 Hour Hazwoper Refresher Billings >Basic Supervision Billings	22
23	24 >Conflict Management Skills for Women Billings >CPR/First Aid Billings	25 >Forklift Instructor Course Billings >Marketing Mojo Helena >Taking the Mystery Out of Hiring Glasgow	26 >Public Contract Code & Competitive Bidding in Montana Billings	27 >Taking the Mystery Out of Hiring Process Bozeman	28	1
2	March 3	March 4 >Taking the Mystery Out of Hiring Process Sidney	March 5 >28 th Annual MT Economic Outlook Miles City >Taking the Mystery Miles City	March 6 >Introduction to Employment & Labor Law Billings >Safety Conference Billings	March 7	8

2003

28th Annual Montana Economic Outlook Seminar, March 5 Miles City, recent trends and the outlook for MT important industries, reasons businesses relocate to Montana, migration patterns' impact on Montana's economy. Bureau of Business and Economic Research, 243-5113, www.bber.umt.edu/seminars/2003seminar.htm. \$70 per person.

2nd Annual International Business Conference, Feb 13-14 Billings, Passport to Success-Linking the World, Energy for Montana's Future, Medical Distance Learning, 406-652-7603, transtechcenter@qwest.net

8 Hour Hazwoper Refresher, Feb 21 Billings, \$150 Non Member, Associated Employers of Montana/Montana Safety Services Council, 248-6178, 248-4893, acarrillo@associatedemployers.org

Basic Supervision, Feb 20 Bozeman, Feb 21 Billings, Feb 19 Helena, Feb 18 Missoula, Improve morale, boost productivity, set your vision, communicate clearly, Know to discipline employees effectively and legally, National Seminars Group, 800-344-4613, \$179 per person

Budgeting Skills for Professionals, Feb 19 Billings, Make the budget your most reliable management tool, Budgeting basics made easy, budget tools and how to use them, budget monitoring do's and don'ts, \$199 per person, 800-873-7545

Business Writing and Grammar Skills, Feb 12-13 Billings, Feb 10-11 Bozeman, Refresher program that delivers the essential business writing and grammar skills today's professionals must have to succeed. \$295 per person, www.natsem.com, 800-258-7246

Conflict Management Skills for Women, Feb 24 Billings, Learn How to coolly and confidently manage the conflict in your life. \$99 per person, www.skillpath.com 800-873-7545.

CPR/First Aid, Feb 24 1:00-5:00pm Billings, Meets AHA and Red Cross Criteria, \$60.00 Non-Members, Associated Employers of Montana/Montana Safety Services Council, 248-6178, 248-4893, acarrillo@associatedemployers.org

Essentials of Credibility, Composure and Confidence, Feb 19 Missoula, How to project confidence and professionalism, keep your perspective under pressure, and maintain your sense of self-worth & self-assurance. www.skillpath.com, 800-873-7545, \$99

Forklift Instructor Course, Train the Trainer, Feb 25 Billings, 3 half-day formal training classes focused on OSHA's final rule of PIT operation training. \$100 Non-Member, Associated Employers of Montana/Montana Safety Services Council, 248-6178, 248-4893, acarrillo@associatedemployers.org

How to Troubleshoot, Tune Up and Maintain PCs, Feb 20-21 Billings, Learn computer experts' secrets to quickly solving PC hardware, software, Internet and peripheral problems and provide technical support, \$399 per person, 800-873-7545 CompuMaster

Indoor Air Quality, Feb. 12 Missoula, Free, Montana DOL Occupational Safety and Health Training Institute, 444-6401, www.montanasafety.com

Introduction to Employment and Labor Law, March 6 Billings, How to Hire the Best, Employee Benefits, Compensation Laws, Lorman Education, www.lorman.com 888-768-5565, \$239 per person

Managing Change: In an Environment of Change, Feb 11 Billings, Feb 12 Bozeman, Feb 13 Missoula, Feb 20 Great Falls, Helping employees to let go of the old and accept the new, \$195 Non-Members, Associated Employers of Montana/Montana Safety Services Council, 248-6178, 248-4893, acarrillo@associatedemployers.org

Marketing Mojo, Feb 25 Helena, 6:00-8:00pm, Understand your customer to increase profits. Customer purchasing decisions, market research, and promotion techniques discussed. \$25 per person, Ross Johnson, Business Resource Center, 443-0800

OSHA 10-hour General Industry, Feb 12-13 Billings, Feb 26-27 Plentywood, Free, Montana DOL Occupational Safety and Health Training Institute, 444-6401, www.montanasafety.com

OSHA Scaffolding Requirements, Feb 14 Hardin, Feb 27 Kalispell, Free, Montana DOL Occupational Safety and Health Training Institute, 444-6401, www.montanasafety.com

OSHA Trenching & Excavation Requirements, Feb 13 Hardin, Free, Montana DOL Occupational Safety and Health Training Institute, 444-6401, www.montanasafety.com

Public Contract Code & Competitive Public Bidding in Montana, Feb 26 Billings, Lorman Education, www.lorman.com, 715-833-3959, \$289 per person

Safety Conference, March 6 & 7, Billings, Focused on all aspects of safety in the workplace and our communities. Up-to-date information for those responsible for general industry workplace safety and how it affects the company's bottom line. Many issues that face construction contractors. Montana Safety Council, Local Emergency Planning Committee, No Information on Fees, safety@mssc.org or 248-6178

Taking the Mystery Out of the Hiring Process, Montana State Fund, Feb 18 Polson, Feb 19 Great Falls, Feb 25 Glasgow, Feb 27 Bozeman, March 4 Sidney, March 5 Miles City, March 6 Billings, March 14 Helena. Workshops to help employers find employees who value a safe work environment and check if a job applicant has a history of risky work practices. 800-332-6102 5892.

The Missoula Conference on State and Federal Personnel Laws, Feb 20-21, What's new in federal laws, should you get employment practices liability insurance, clarify the basic requirements of ADA alert and FMLA, \$399 Human Resources Council, 800-601-4636

Go On-Line

These web sites may be useful for your business....

www.bizmt.com

Montana's official business web page. Sponsored by the Governor's Office of Economic Opportunity. On the web site, you will find MT Searchable Properties Service, MT Business Directory (Coming Soon), Information on state economy, wages, taxes, and infrastructure (energy, telecommunications), and MT business resources

<https://app.discoveringmontana.com/rps/>

Registered Principals Search – search for businesses associated with an individual.



North Wind Environmental, Idaho Falls, ID